

# Investing in Results

## Glossary of Terms

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| Activity               | A sub-component of a service. A group of activities make up a service. The lowest level at which data is collected to measure cost or performance.   |
| Aligned                | The state in which all of the services and activities of an organization accomplish the Mission.   |
| Alignment              | The process by which an organization and /or its functions becomes aligned. During the Alignment process, mission and services are reexamined throughout an entire organization for consistency, to make sure the services roll up to accomplish the mission.  |
| Benchmarking           | Comparing activities and business processes and costs internally or externally with competitors or acknowledge "best practices".   |
| Charter                | A document where by the purpose, outcomes, resources and authority of a team are defined.  |
| Coaches (citywide)     | A centralized group of staff assisting departments with their alignment effort. Coaches will work with department facilitators and the department implementation team to assist them in accomplishing the process. Coaches are also responsible for ensuring cross organization communication, capacity and consistency. |
| Managed Competition    | A tool to achieve highest quality services in the most cost-effective manner. A process in which public and private entities compete through an RFP process to provide specific services and achieve results.  |
| Continuous Improvement | A systematic, consistent, integrated method that continually improves the quality of processes, products and/or services delivered by the organization.  |

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| Core Service                | A primary deliverable of an organization. Core Services are often what the customer sees. The successful accomplishment of core services results in the organization achieving its mission.   |
| Cost                        | One of four key measurement areas used to assess the performance of a service. Typical cost performance measures are a ratio of cost to budget or cost per unit of service. May include financial aspects such as revenue, debt, reserves or fund balances, labor, materials, overhead and equipment.                       |
| Customer                    | Anyone who directly or indirectly is a recipient of a service/product.  |
| Customer Perception         | One of four key measurement areas used to assess the performance of a service (satisfaction). Typical customer service surveys measure perception of quality, timeliness, cost, etc.  |
| Cycle Time/Response Time    | One of four key measurement areas used to assess the performance of a service, time from request for a service to delivery of a service, activity, program, etc.  |
| Facilitator(s) (Department) | Individual(s) dedicated to facilitate the department's implementation of Investing in Results. They will lead or co-lead the department implementation team, create the implementation plan, ensure other department facilitators are trained and will ensure the outcomes of the training, workshops and retreats are met. |
| Gap Analysis                | A process during which the difference between actual performance/results is compared to desired performance/results or between the services the customer wants and the services delivered.  |
| Input                       | Resource that contributes to the delivery of an activity or service or a product. Some inputs may include: personnel, labor hours, supplies or equipment.   |

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| Key Functional Players   | A cross-functional, multi-level group of staff in a department who are responsible for the oversight and/or delivery of service, and who have peer respect.   |
| Key Measurement Areas    | A group of indicators that, when measured together, give a balanced picture of how well an activity is performed and whether a service or product is meeting customer needs. The City of San Jose's four key measurement areas are cost, quality, timeliness and customer satisfaction. |
| Meaningful               | Prerequisite characteristic of a good performance measure. A meaningful measure provides information that those collecting and using the measurement data believe is necessary to present an accurate picture of their performance.   |
| Mission                  | A statement describing the reason for the existence of a department or organization.  |
| Operational Services     | Operational Services roll-up to accomplish the core services of the organization. A front-line level of an organization that is primarily concerned with day-to-day work.   |
| Outcomes                 | The results of producing an output or delivering a service or product.  |
| Output                   | The product of an activity or a product created by people using resources.  |
| Performance Based Budget | A type of budgeting that focuses on results and uses performance information to drive operations.   |
| Performance Measures     | Indicators used to assess, improve and communicate the results of services, products.   |
| Process                  | A combination of people, technology, supplies, methods and/or environment that produce a given service.   |
| Program                  | One or more activities that contribute to the accomplishment of a service.  |

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| Purpose             | The statement describing the reason for the existence of a division, program, section or functional area.   |
| Quality (accuracy)  | One of the four key measurement areas used to asses the condition or accuracy of the service which is being provided.   |
| Service             | The deliverables provided to meet the needs of internal/external customers.   |
| Service Groups      | A collection of core services that share a larger or common result or outcome.  |
| Stakeholder         | Anyone who directly or indirectly is affected by a service/product and who has an interest in how the service is performed or product is delivered.   |
| Strategic           | Long term in nature, concerned with achieving the mission.  |
| Sustainable         | Cost effective to continue over a long period of time.  |
| Tactical            |   |
| Task                | A unit of work or effort undertaken to accomplish an activity.  |
| Team (departmental) | People working together to achieve a goal.  |
| Useful              | Prerequisite characteristic of a good performance measure. A measure must provide information to those who collect the data on the measure, which reflects an accurate picture of how well a service/product is being performed and can be used to perform a gap analysis on the service/product. |
| Vision              | A description of a preferred future state.  |